

Caltrans 2015 Organizational Excellence Survey

Overview

In March of this year, Caltrans Director Malcolm Dougherty announced the department's 2015 Organizational Excellence survey. This statewide survey measured levels of employee satisfaction, knowledge, and information—in addition to perceptions of department management and processes. The survey was conducted using two methods of distribution—an online survey using Survey Monkey and hard-copy surveys mailed to Maintenance crews without access to computers. The survey response period closed June 30, 2015, with a total of 4,594 responses—approximately 25% of the Caltrans workforce.

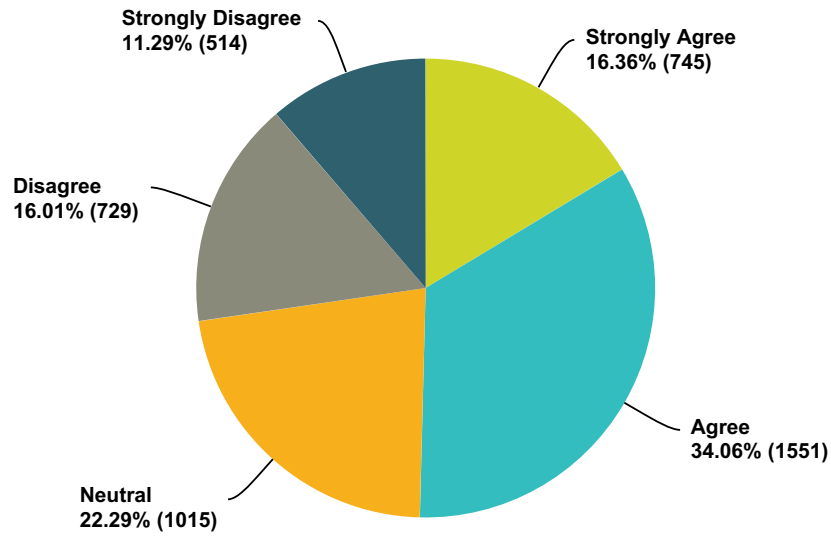
Survey Benefits

The Organizational Excellence Survey data is being used to help to identify and gauge trends in organizational performance, as related to the Caltrans Strategic Management Plan's objectives and targets. The survey data provides transparency and accountability for our processes and deliverables, and functions as a communication tool to enhance our collaborative partnerships.

Survey benefits also include employee feedback on critical workforce issues at Caltrans. Increasing employee satisfaction, by successfully addressing those issues, is one of our primary Organizational Excellence goal objectives.

Q1 Caltrans management in my unit fosters an engaging and positive work environment.

Answered: 4,554 Skipped: 53

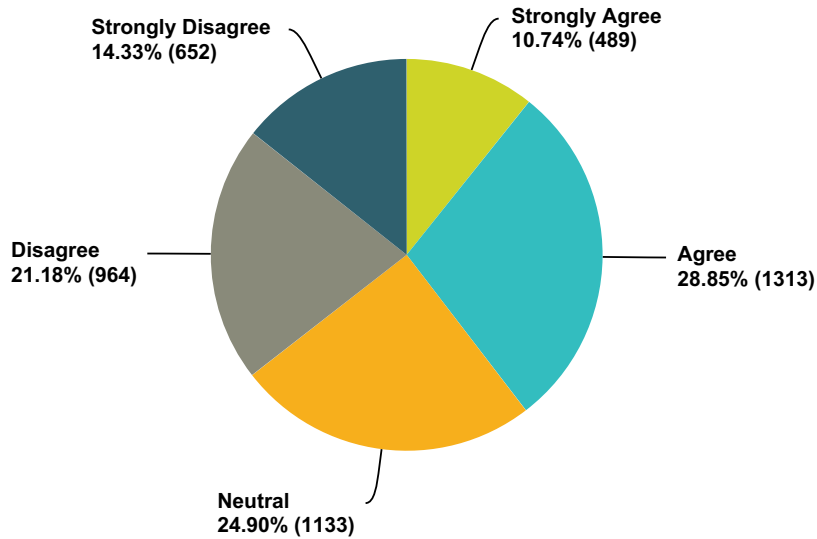


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	16.36% 745	34.06% 1,551	22.29% 1,015	16.01% 729	11.29% 514	4,554	3.28

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 2.72	Standard Deviation 1.24

Q2 There is good use of informal recognition (thank yous, appreciation cards, group celebrations, positive morale, shout outs) during meetings and formal recognition (superior accomplishment awards, award ceremonies, retirement ceremonies) within my unit.

Answered: 4,551 Skipped: 56

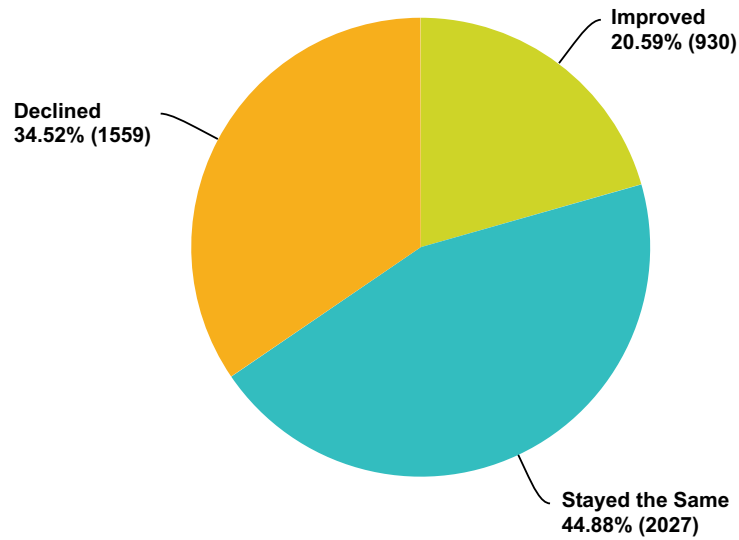


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	10.74% 489	28.85% 1,313	24.90% 1,133	21.18% 964	14.33% 652	4,551	3.01

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.99	Standard Deviation 1.23

Q3 Over the past 12 months, morale in my unit has:

Answered: 4,516 Skipped: 91

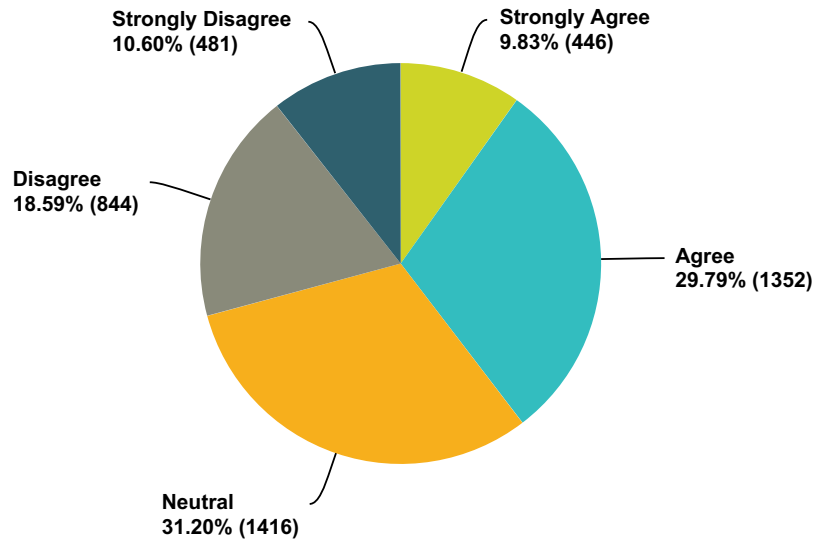


Answer Choices	Responses	
Improved (1)	20.59%	930
Stayed the Same (2)	44.88%	2,027
Declined (3)	34.52%	1,559
Total		4,516

Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	3.00	2.00	2.14	0.73

Q4 Creativity and innovation are encouraged or rewarded in my unit.

Answered: 4,539 Skipped: 68

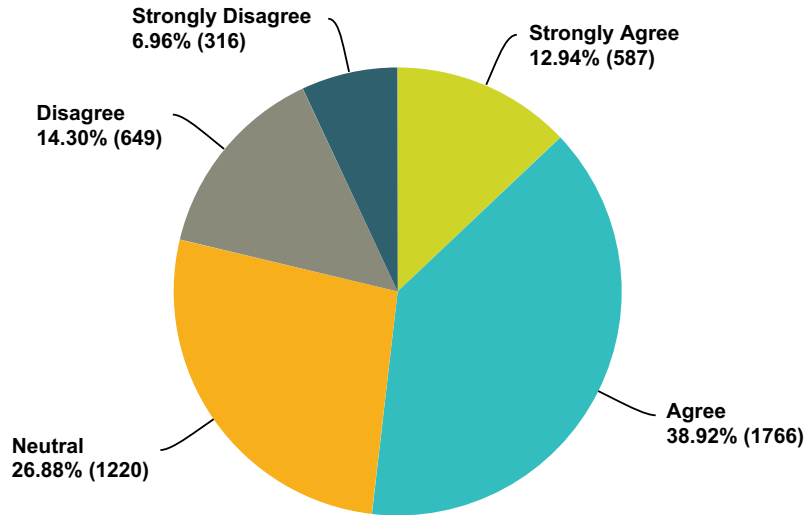


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	9.83% 446	29.79% 1,352	31.20% 1,416	18.59% 844	10.60% 481	4,539	3.10

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.90	Standard Deviation 1.14

Q5 If I have an idea for a new and better ways of doing things, I have a means of proposing it for consideration.

Answered: 4,538 Skipped: 69

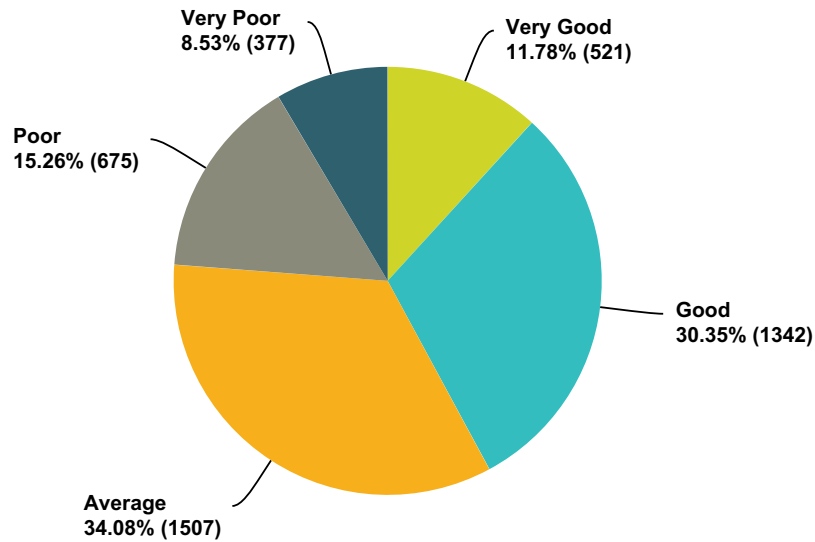


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	12.94% 587	38.92% 1,766	26.88% 1,220	14.30% 649	6.96% 316	4,538	3.37

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 2.63	Standard Deviation 1.09

Q6 I rate Caltrans executive management (the Director and his direct reports) on their level of open and honest communication with employees as:

Answered: 4,422 Skipped: 185

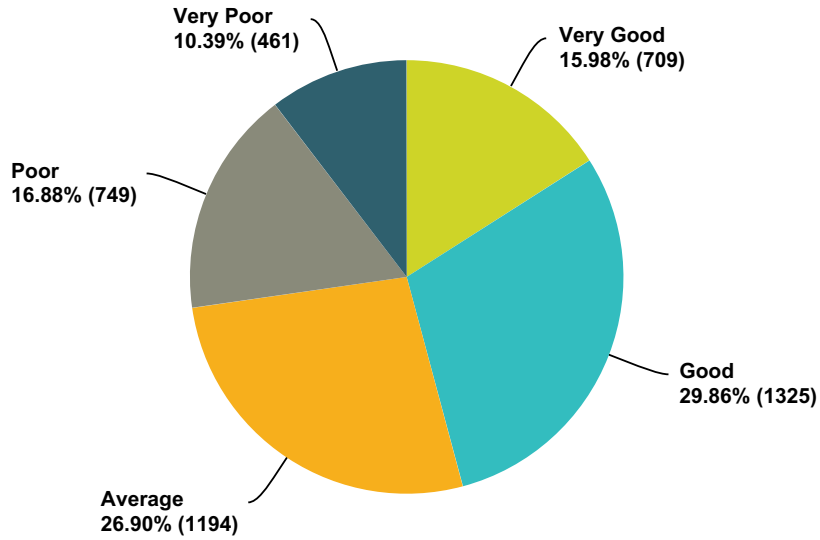


	Very Good (1)	Good (2)	Average (3)	Poor (4)	Very Poor (5)	Total	Weighted Average
(no label)	11.78% 521	30.35% 1,342	34.08% 1,507	15.26% 675	8.53% 377	4,422	3.22

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.78	Standard Deviation 1.11

Q7 I rate Caltrans management in my work unit on their level of open and honest communication with employees as:

Answered: 4,438 Skipped: 169

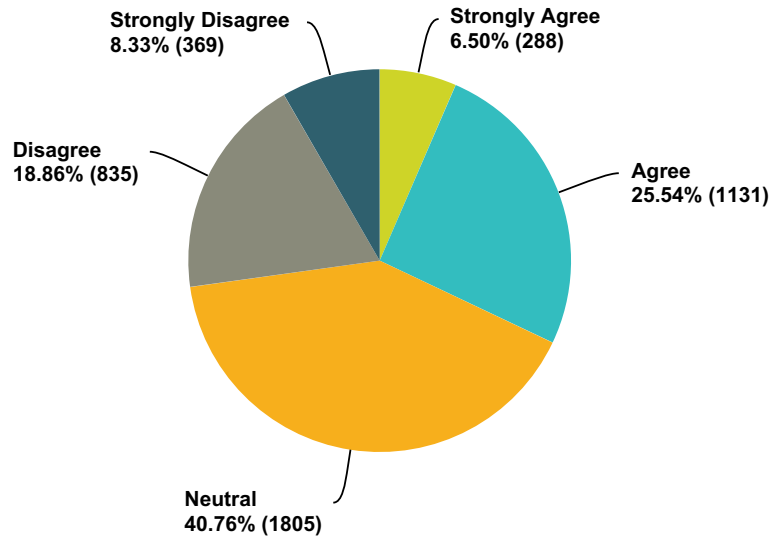


	Very Good (1)	Good (2)	Average (3)	Poor (4)	Very Poor (5)	Total	Weighted Average
(no label)	15.98% 709	29.86% 1,325	26.90% 1,194	16.88% 749	10.39% 461	4,438	3.24

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.76	Standard Deviation 1.21

Q8 Overall communication, professionalism, and customer service levels have improved over the last year.

Answered: 4,428 Skipped: 179

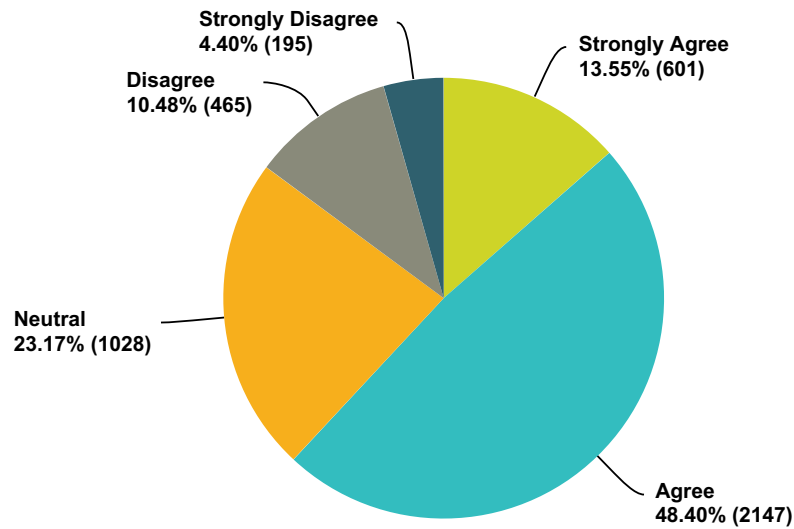


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	6.50% 288	25.54% 1,131	40.76% 1,805	18.86% 835	8.33% 369	4,428	3.03

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.97	Standard Deviation 1.02

Q9 I receive regular communication on Caltrans-wide issues and updates.

Answered: 4,436 Skipped: 171

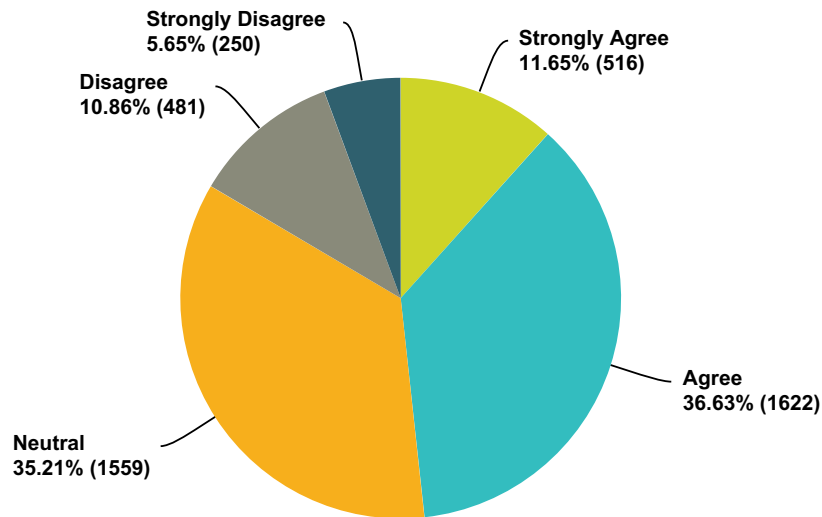


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	13.55% 601	48.40% 2,147	23.17% 1,028	10.48% 465	4.40% 195	4,436	3.56

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 2.44	Standard Deviation 1.00

Q10 Caltrans "News Flash" videos have helped me understand what Caltrans does.

Answered: 4,428 Skipped: 179

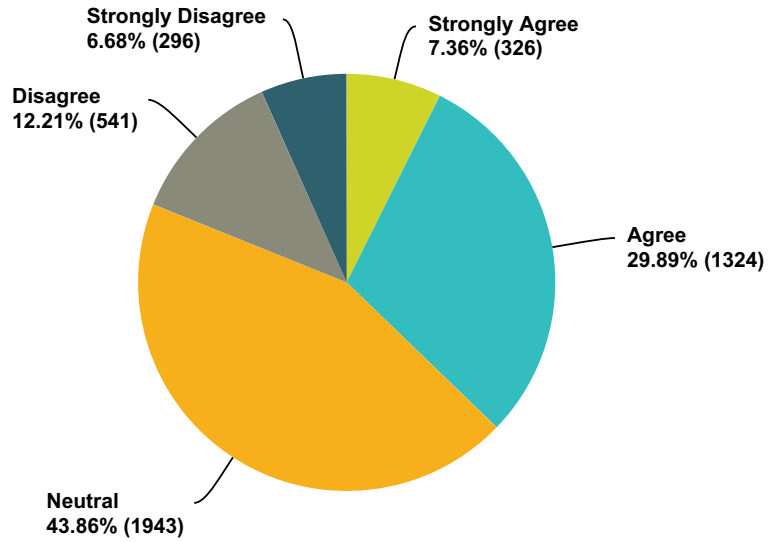


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	11.65% 516	36.63% 1,622	35.21% 1,559	10.86% 481	5.65% 250	4,428	3.38

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.62	Standard Deviation 1.01

Q11 The Mile Marker publication has helped me understand what Caltrans does and how well it is performing.

Answered: 4,430 Skipped: 177

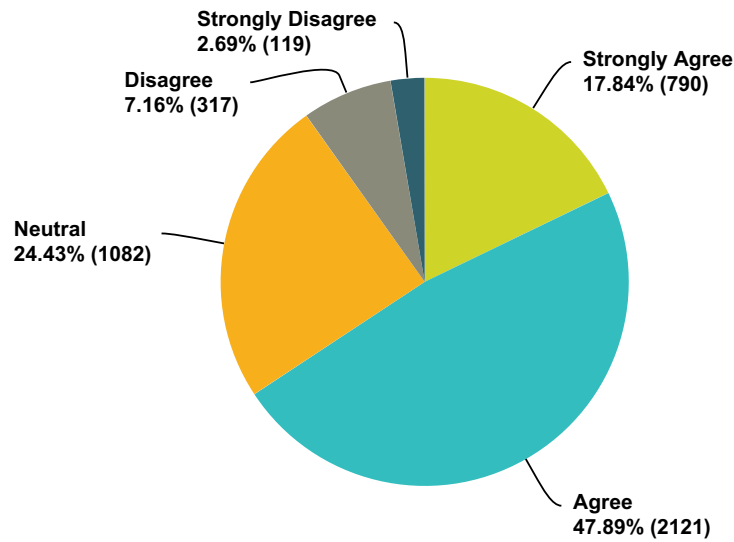


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	7.36% 326	29.89% 1,324	43.86% 1,943	12.21% 541	6.68% 296	4,430	3.19

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.81	Standard Deviation 0.97

Q12 I know what the greatest risks are for my work unit to be successful.

Answered: 4,429 Skipped: 178



	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	17.84% 790	47.89% 2,121	24.43% 1,082	7.16% 317	2.69% 119	4,429	3.71

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 2.29	Standard Deviation 0.93

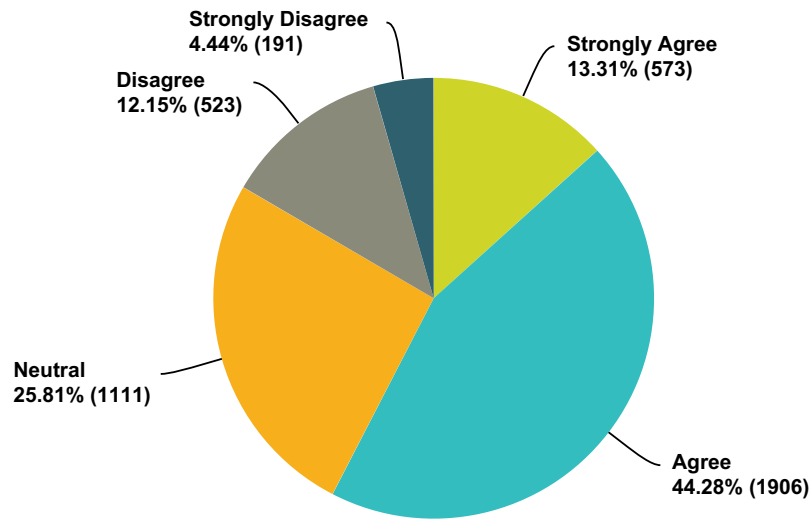
Q13 Please identify the top three risks in your work unit:

Answered: 2,116 Skipped: 2,491

Answer Choices	Responses	
1.	99.95%	2,115
2.	90.78%	1,921
3.	82.56%	1,747

Q14 Risk is communicated in my work unit.

Answered: 4,304 Skipped: 303

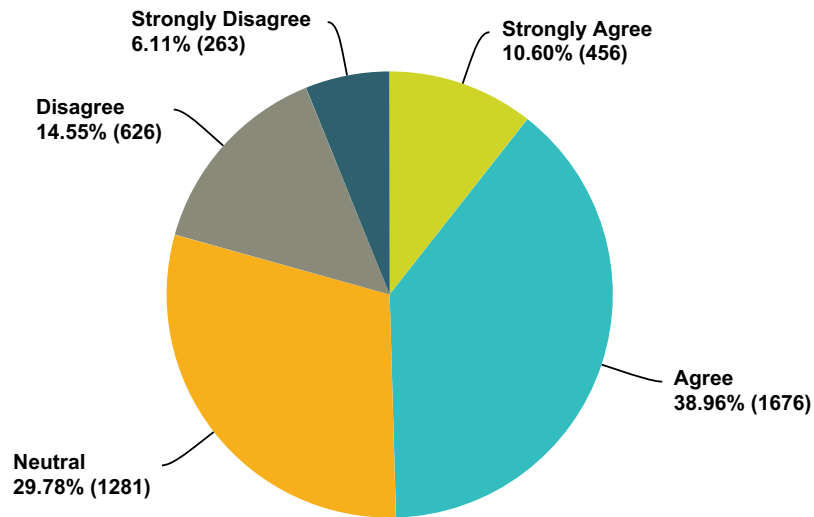


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	13.31% 573	44.28% 1,906	25.81% 1,111	12.15% 523	4.44% 191	4,304	3.50

Basic Statistics					
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 2.50	Standard Deviation 1.01	

Q15 Risk is acted upon (managed) accordingly in my work unit.

Answered: 4,302 Skipped: 305

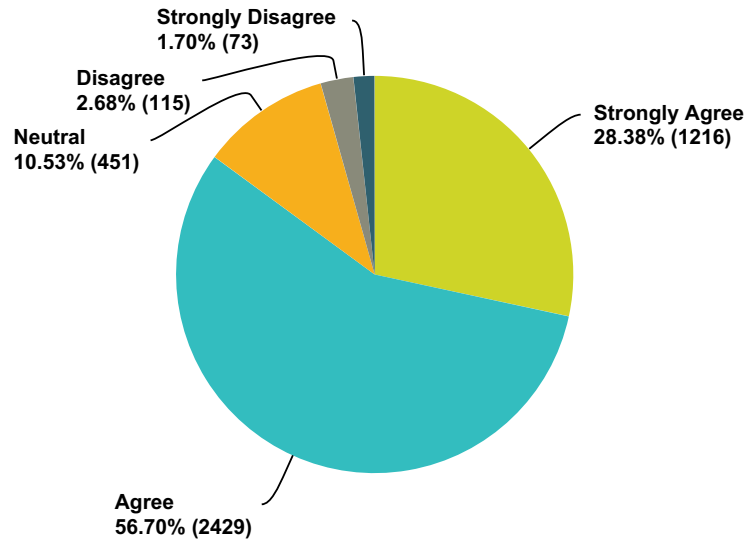


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	10.60% 456	38.96% 1,676	29.78% 1,281	14.55% 626	6.11% 263	4,302	3.33

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.67	Standard Deviation 1.05

Q16 I understand Caltrans' Ethics policy.

Answered: 4,284 Skipped: 323

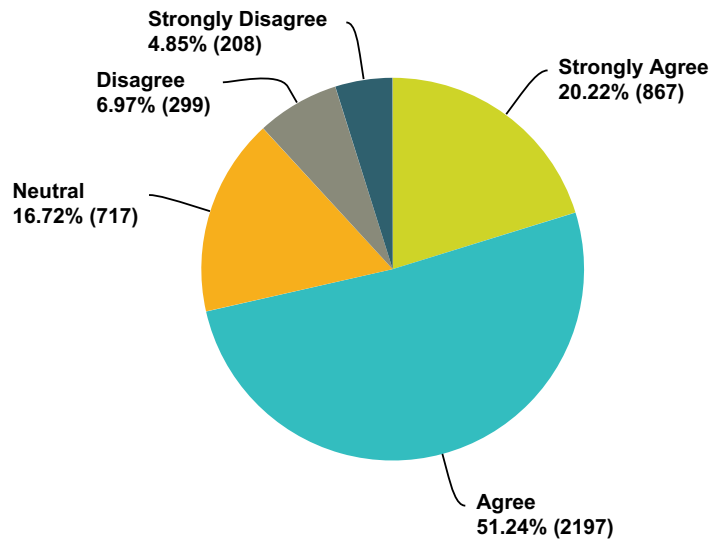


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	28.38% 1,216	56.70% 2,429	10.53% 451	2.68% 115	1.70% 73	4,284	4.07

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 1.93	Standard Deviation 0.80

Q17 If I observe unethical behavior, I have a means of reporting the observation.

Answered: 4,288 Skipped: 319

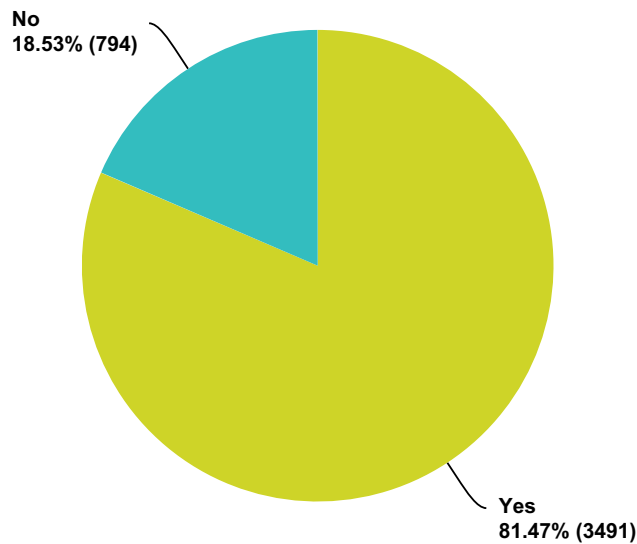


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	20.22% 867	51.24% 2,197	16.72% 717	6.97% 299	4.85% 208	4,288	3.75

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 2.00	Mean 2.25	Standard Deviation 1.01

Q18 I am aware of the Caltrans Ethics Helpline.

Answered: 4,285 Skipped: 322

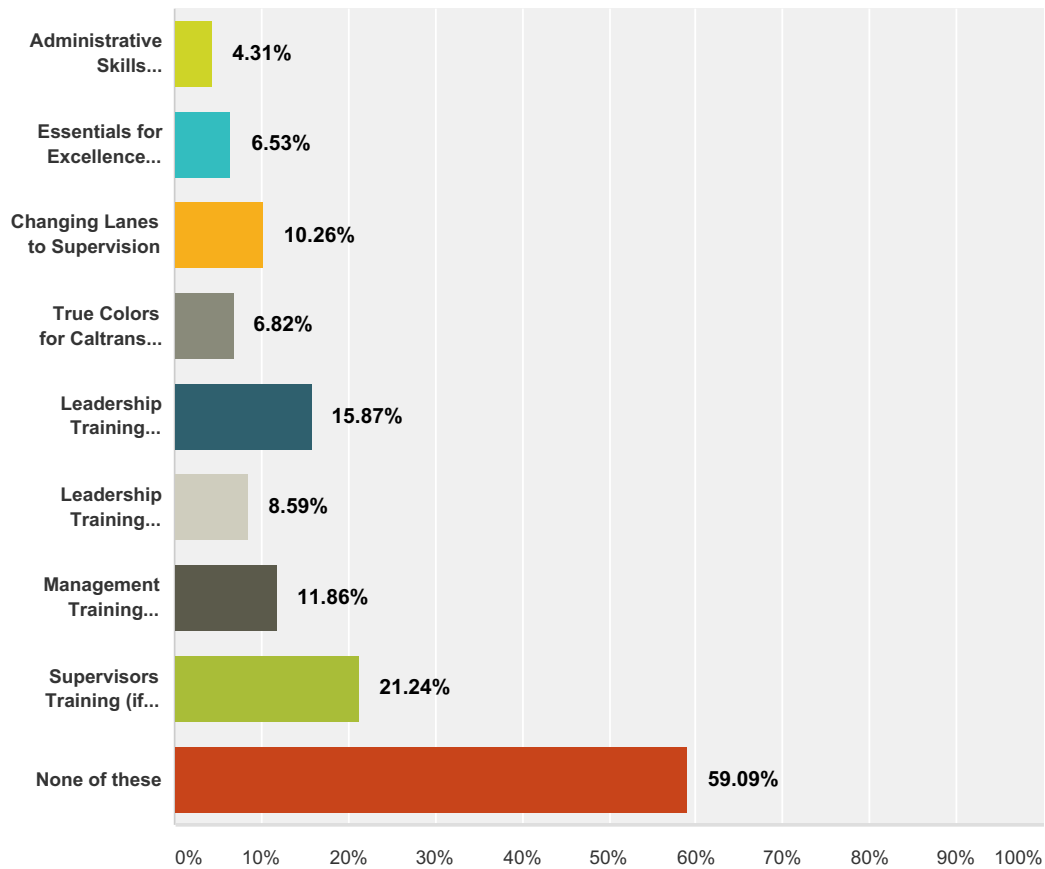


	Yes (1)	No (2)	Total	Weighted Average
(no label)	81.47% 3,491	18.53% 794	4,285	4.81

Basic Statistics				
Minimum 1.00	Maximum 2.00	Median 1.00	Mean 1.19	Standard Deviation 0.39

Q19 Please identify the career development or leadership courses you have taken:

Answered: 4,133 Skipped: 474

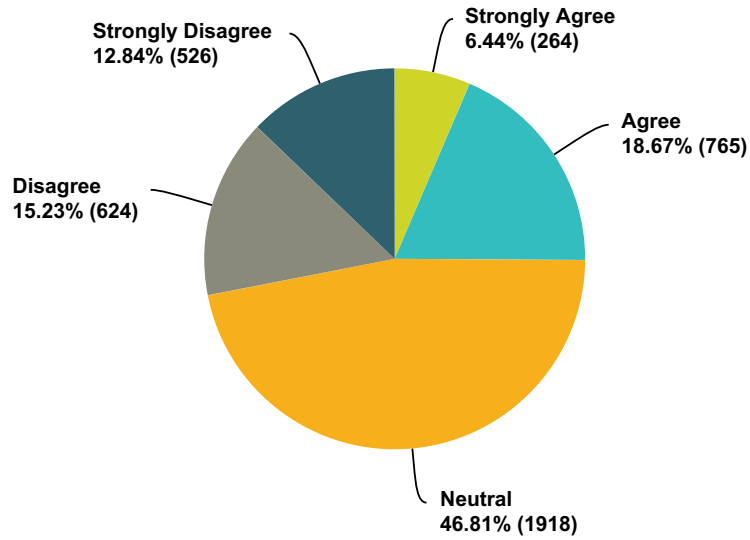


Answer Choices	Responses	
Administrative Skills Certificate Program (1)	4.31%	178
Essentials for Excellence Certificate Program (2)	6.53%	270
Changing Lanes to Supervision (3)	10.26%	424
True Colors for Caltrans Leaders (4)	6.82%	282
Leadership Training Program I (5)	15.87%	656
Leadership Training Program II (6)	8.59%	355
Management Training Program (7)	11.86%	490
Supervisors Training (if applicable) (8)	21.24%	878
None of these (9)	59.09%	2,442
Total Respondents: 4,133		

Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	9.00	8.00	6.86	2.45

Q20 My participation in career development or leadership courses helped me to advance in my career.

Answered: 4,097 Skipped: 510

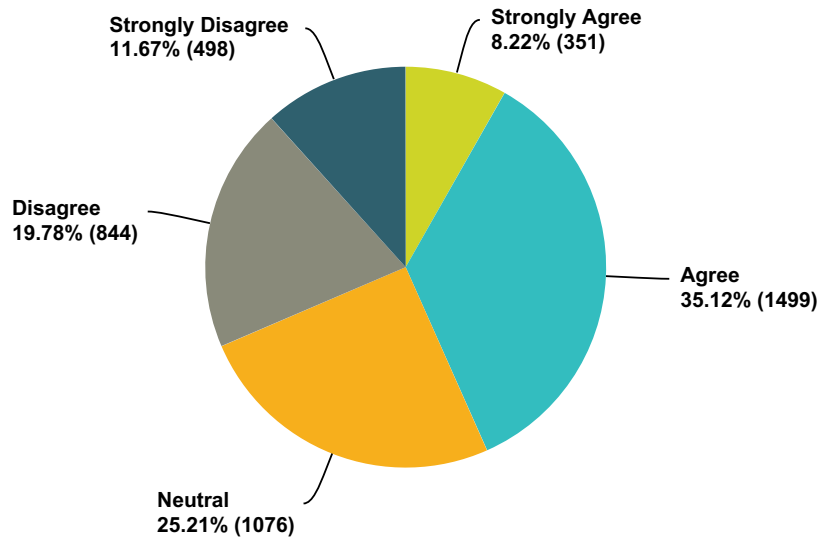


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	6.44% 264	18.67% 765	46.81% 1,918	15.23% 624	12.84% 526	4,097	2.91

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 3.09	Standard Deviation 1.05

Q21 Caltrans provides enough training for my current job.

Answered: 4,268 Skipped: 339

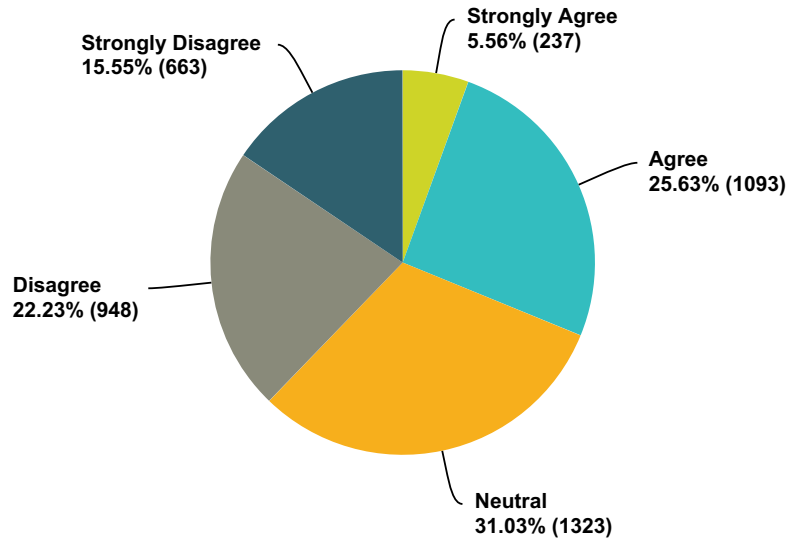


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	8.22% 351	35.12% 1,499	25.21% 1,076	19.78% 844	11.67% 498	4,268	3.08

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.92	Standard Deviation 1.16

Q22 Caltrans provides a clear understanding of what it takes to be successful for future advancement in the organization.

Answered: 4,264 Skipped: 343

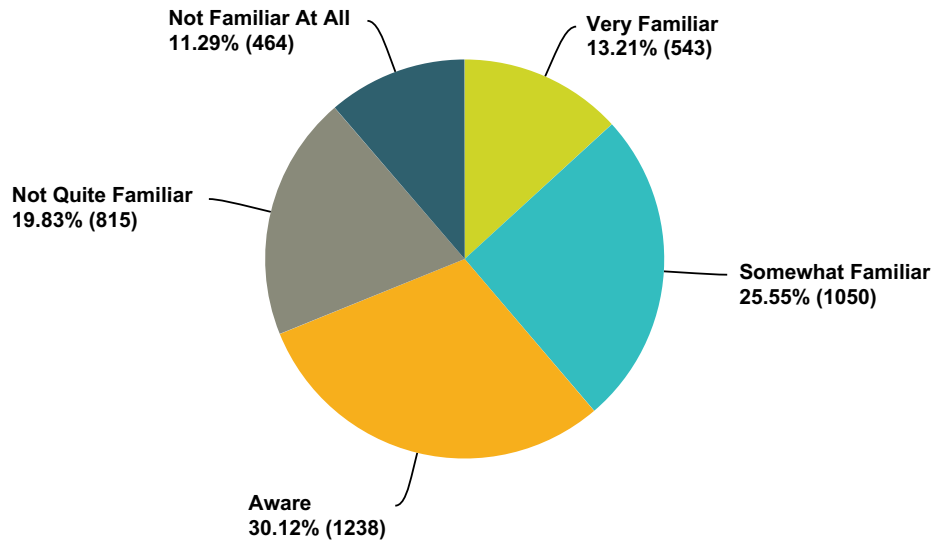


	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Total	Weighted Average
(no label)	5.56% 237	25.63% 1,093	31.03% 1,323	22.23% 948	15.55% 663	4,264	2.83

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 3.17	Standard Deviation 1.14

Q23 I rate my familiarity with Caltrans' workforce and succession planning efforts as:

Answered: 4,110 Skipped: 497

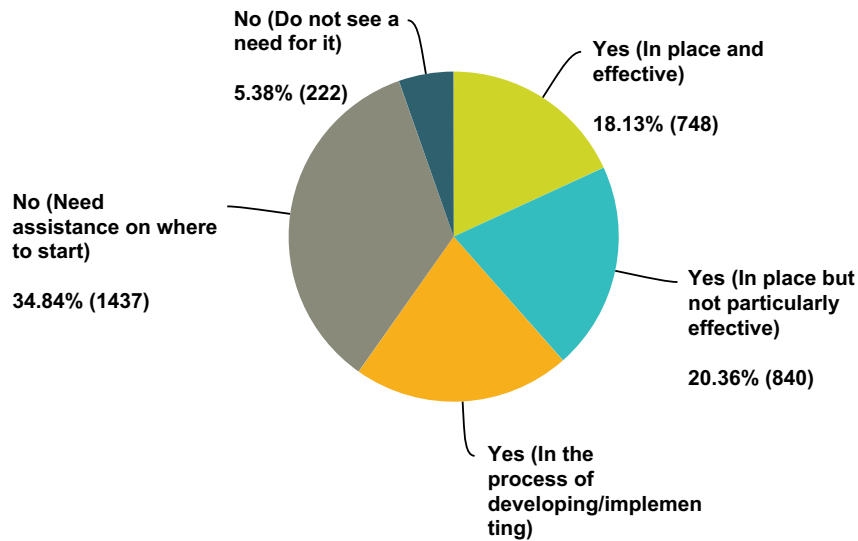


	Very Familiar (1)	Somewhat Familiar (2)	Aware (3)	Not Quite Familiar (4)	Not Familiar At All (5)	Total	Weighted Average
(no label)	13.21% 543	25.55% 1,050	30.12% 1,238	19.83% 815	11.29% 464	4,110	3.10

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 2.90	Standard Deviation 1.19

Q24 My work unit has strategies, policies, and procedures in place (or an informal approach) that address transferring the knowledge (know-how) of management and/or seasoned staff.

Answered: 4,125 Skipped: 482

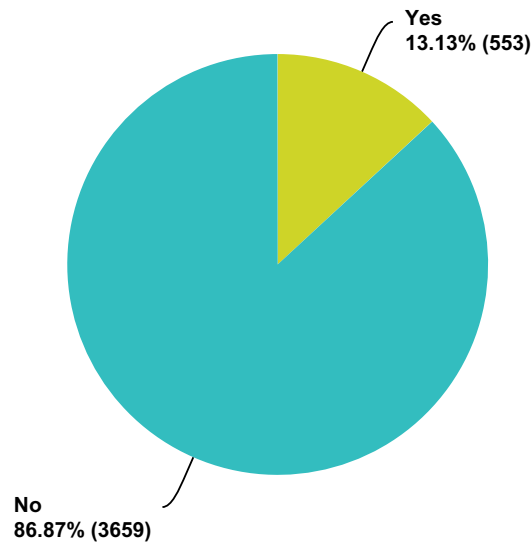


Answer Choices	Responses	
Yes (In place and effective) (1)	18.13%	748
Yes (In place but not particularly effective) (2)	20.36%	840
Yes (In the process of developing/implementing) (3)	21.28%	878
No (Need assistance on where to start) (4)	34.84%	1,437
No (Do not see a need for it) (5)	5.38%	222
Total		4,125

Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	3.00	2.89	1.22

Q25 I currently participate in policy development or research relevant to my duties through an external committee, trade association, professional organization, scholarly society, or task force.

Answered: 4,212 Skipped: 395

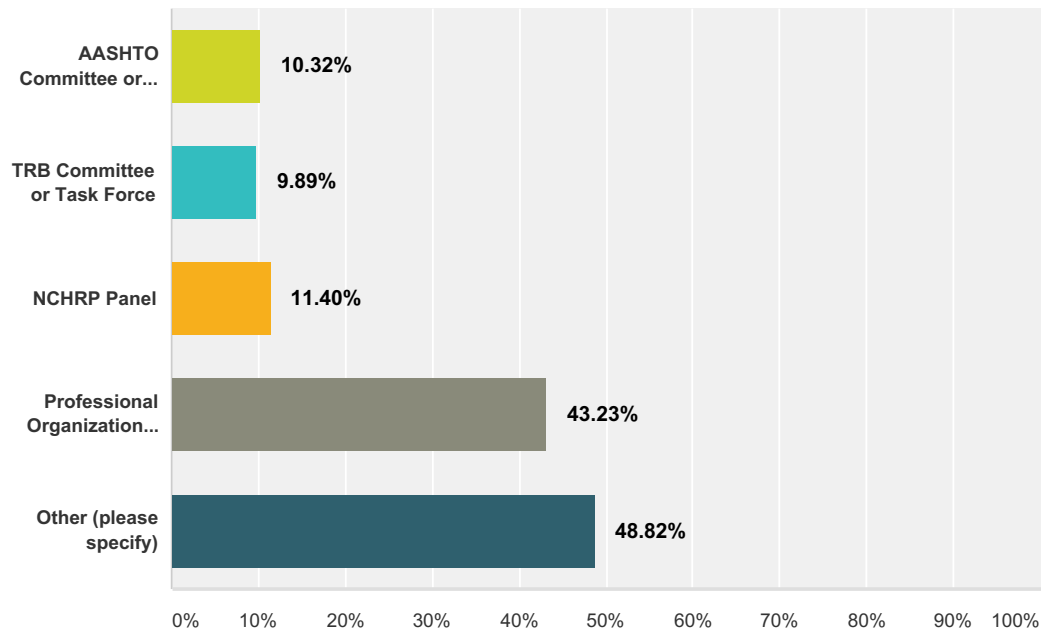


Answer Choices	Responses	
Yes (1)	13.13%	553
No (2)	86.87%	3,659
Total		4,212

Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	2.00	2.00	1.87	0.34

Q26 If yes, please indicate which organization(s):

Answered: 465 Skipped: 4,142



Answer Choices	Responses	
AASHTO Committee or Task Force (1)	10.32%	48
TRB Committee or Task Force (2)	9.89%	46
NCHRP Panel (3)	11.40%	53
Professional Organization (ASCE, International ROW Assoc., PMI, ITS CA, etc.) (4)	43.23%	201
Other (please specify) (5)	48.82%	227
Total Respondents: 465		

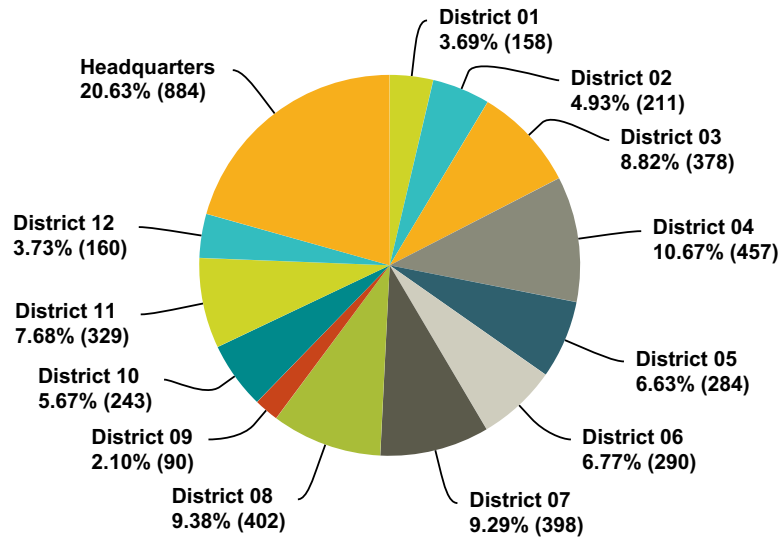
Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	4.00	3.89	1.24

Q27 Please provide any additional comments:

Answered: 1,049 Skipped: 3,558

Q28 Where is your current worksite physically located?

Answered: 4,284 Skipped: 323

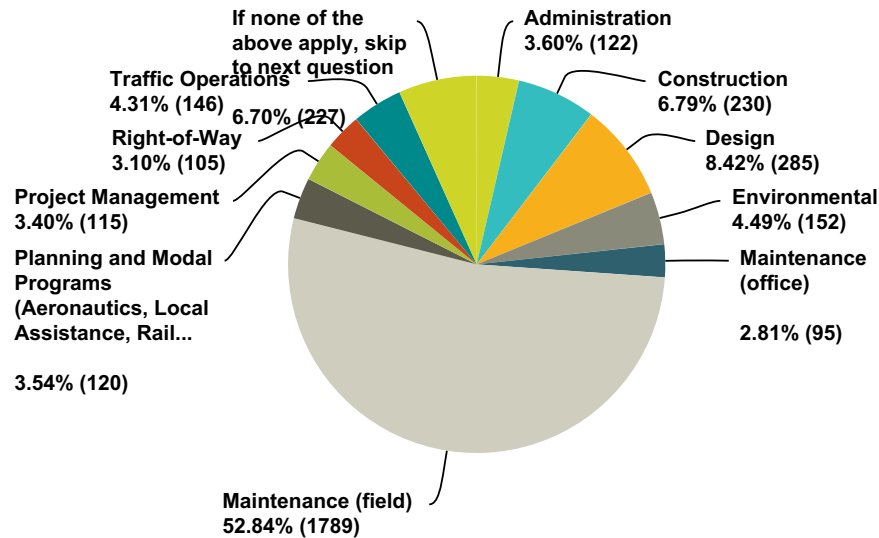


Answer Choices	Responses	
District 01 (1)	3.69%	158
District 02 (2)	4.93%	211
District 03 (3)	8.82%	378
District 04 (4)	10.67%	457
District 05 (5)	6.63%	284
District 06 (6)	6.77%	290
District 07 (7)	9.29%	398
District 08 (8)	9.38%	402
District 09 (9)	2.10%	90
District 10 (10)	5.67%	243
District 11 (11)	7.68%	329
District 12 (12)	3.73%	160
Headquarters (13)	20.63%	884
Total		4,284

Basic Statistics				
Minimum 1.00	Maximum 13.00	Median 7.00	Mean 7.70	Standard Deviation 3.88

Q29 If your worksite is physically located in a District/Region and you report to someone within the same District/Region, for which function do you work?

Answered: 3,386 Skipped: 1,221

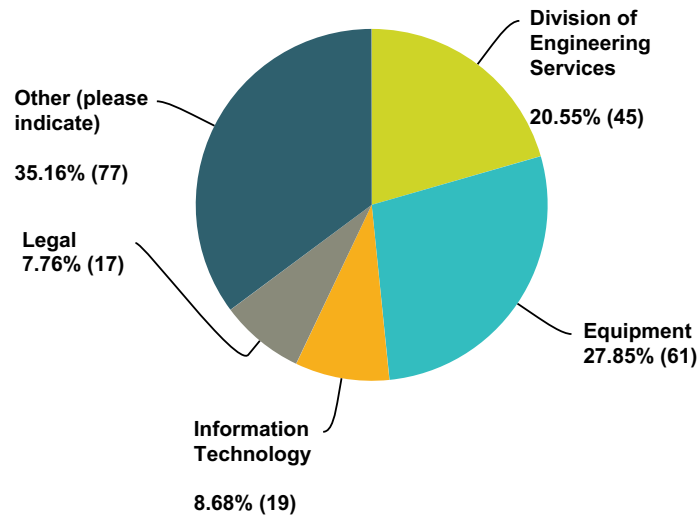


Answer Choices	Responses
Administration (1)	3.60% 122
Construction (2)	6.79% 230
Design (3)	8.42% 285
Environmental (4)	4.49% 152
Maintenance (office) (5)	2.81% 95
Maintenance (field) (6)	52.84% 1,789
Planning and Modal Programs (Aeronautics, Local Assistance, Rail & Mass Transportation, Research Innovation & System Information, Transportation Planning) (7)	3.54% 120
Project Management (8)	3.40% 115
Right-of-Way (9)	3.10% 105
Traffic Operations (10)	4.31% 146
If none of the above apply, skip to next question (11)	6.70% 227
Total	3,386

Basic Statistics				
Minimum 1.00	Maximum 11.00	Median 6.00	Mean 5.88	Standard Deviation 2.40

Q30 If your worksite is physically located in a District/Region, but you report to one of the following areas, please select one.

Answered: 219 Skipped: 4,388

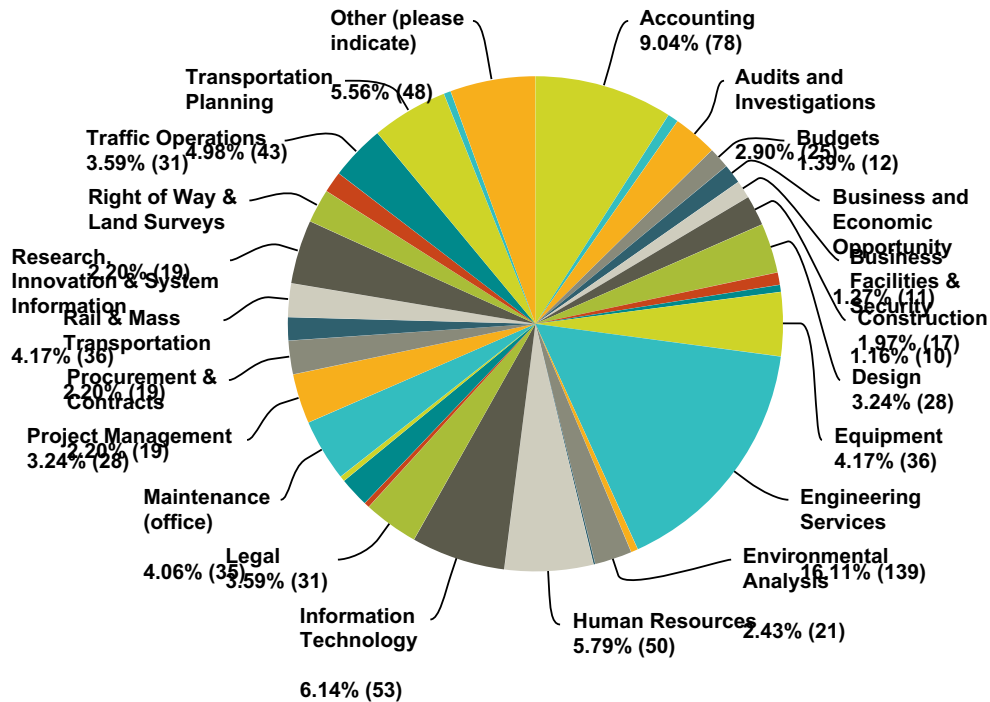


Answer Choices	Responses	
Division of Engineering Services (1)	20.55%	45
Equipment (2)	27.85%	61
Information Technology (3)	8.68%	19
Legal (4)	7.76%	17
Other (please indicate) (5)	35.16%	77
Total	219	

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 3.09	Standard Deviation 1.61

Q31 If you are located in Headquarters, in what Division do you work?

Answered: 863 Skipped: 3,744



Answer Choices	Responses
Accounting (1)	9.04% 78
Aeronautics (2)	0.70% 6
Audits and Investigations (3)	2.90% 25
Budgets (4)	1.39% 12
Business and Economic Opportunity (5)	1.27% 11
Business Facilities & Security (6)	1.16% 10
Construction (7)	1.97% 17
Design (8)	3.24% 28
Director's Office (9)	0.81% 7

Caltrans 2015 Organizational Excellence Survey

Equal Opportunity Employment Program (10)	0.46%	4
Equipment (11)	4.17%	36
Engineering Services (12)	16.11%	139
Enterprise Risk Management (13)	0.46%	4
Environmental Analysis (14)	2.43%	21
Finance (15)	0.12%	1
Human Resources (16)	5.79%	50
Information Technology (17)	6.14%	53
Legal (18)	3.59%	31
Legislative Affairs (19)	0.35%	3
Local Assistance (20)	1.97%	17
Maintenance (field) (21)	0.35%	3
Maintenance (office) (22)	4.06%	35
Project Management (23)	3.24%	28
Procurement & Contracts (24)	2.20%	19
Public Affairs (25)	1.51%	13
Rail & Mass Transportation (26)	2.20%	19
Research, Innovation & System Information (27)	4.17%	36
Right of Way & Land Surveys (28)	2.20%	19
Safety & Management Services (29)	1.39%	12
Traffic Operations (30)	3.59%	31
Transportation Planning (31)	4.98%	43
Transportation Programming (32)	0.46%	4
Other (please indicate) (33)	5.56%	48
Total		863

Basic Statistics				
Minimum 1.00	Maximum 33.00	Median 16.00	Mean 16.73	Standard Deviation 9.66